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# ng Beach 2000: The Strategic Plan

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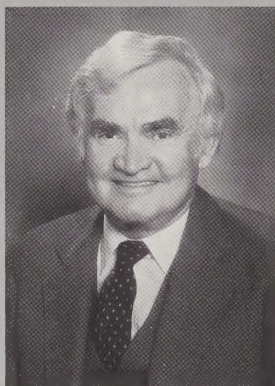
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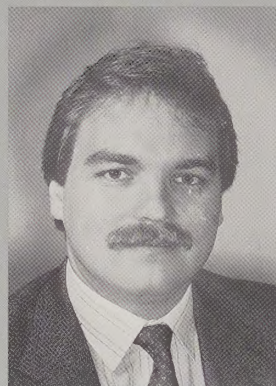
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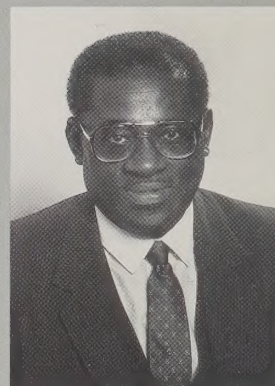
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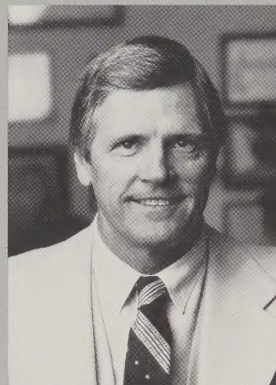
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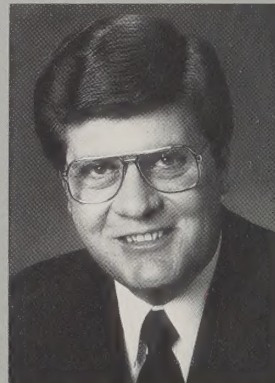
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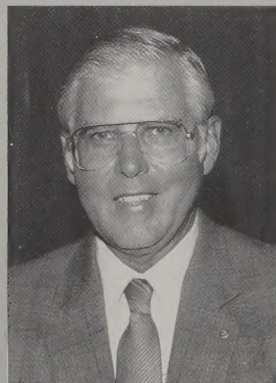
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# **Long Beach 2000: The Strategic Plan**



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November 8, 1986

TO THE CITIZENS OF LONG BEACH

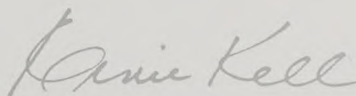
The fall of 1984 marked a historic time of decision in our community. We had proven we could cope with our problems with remarkable determination. We became aware of the new complexities created by rapid changes in information, technology, the economy and population. There was a growing conviction that we must not simply respond to our changing environment, but that we must act to shape our destiny.

To do this, we embarked on a Strategic Planning process. The result of this is the Long Beach 2000 Strategic Plan, prepared to provide a blueprint for our future. It represents a plan of action that is ambitious, but which can be achieved. It is the result of extensive citizen involvement and community debate. It is designed to promote the selection of priorities among hard choices and encourage public and private action on the policies it establishes. It is proof that consensus can be achieved when there is a shared desire for excellence.

A number of people in our community must be thanked for their dedication to this process. In particular, the members of the seven strategic planning task forces, who worked so diligently over a six month period, are responsible for identifying our choices, and recommending action strategies. I would also like to acknowledge the contributions of the citizens who attended our community forums and public hearings, sharing their ideas and dreams on how to make Long Beach a better place to live.

The adoption of this Plan is only the first step. The Council is committed to seeing the recommendations implemented and the policy goals achieved. Please join us in making this happen. We need your assistance and support in making the hard choices which lie ahead. We can act and we can direct change. We can strengthen and we can improve. We can make our City of Long Beach what we want it to be.

Cordially,

A handwritten signature in dark ink, appearing to read "Ernie Kell". The signature is fluid and cursive, with a large initial "E".

**Ernie Kell**

Mayor







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# The Strategic Challenge: To Manage Growth and Change

Long Beach is accustomed to change. Since its founding in 1888, the City has experienced several cycles of significant growth and dramatic change.

In its first thirty years, Long Beach grew from a population of 2,000 to 56,000, with sand, sun and surf being its major attractions. The discovery of oil in 1921 added an important new element to the City's economy, as well as a new surge in population.

The violent events of the 1930's and 1940's—the earthquake, Great Depression, and Second World War—wrought dramatic change upon the City, but had little effect upon its long-range growth trend. Indeed, the Naval operations during World War II, followed by the burgeoning port and booming aerospace industry, were new stimuli to economic and population growth. The City's population doubled from 1940 to 1960.

During the twenty year period from 1960 to 1980, however, Long Beach experienced one of its few extended periods of non-growth, and even witnessed a short period of population decline. This can be attributed to many factors, including the "flight to the suburbs", the relocation of the Navy, the decline in Federal aerospace contracts, and the economic collapse of downtown.

But Long Beach was not destined to stagnate. Through a strategy of rebirth aggressively pursued by its elected leaders, the City has rebounded over the last decade. It is now experiencing a period of growth and change as dramatic as

any in its history. Moreover, growth is expected to continue and change is expected to accelerate through the Year 2000, as indicated in the table below.

Some of the current growth and change is a direct result of the City's efforts to rebuild downtown and expand the port. But much of the growth and change is related to forces outside of the City's control: the vibrant and growing economy of Southern California, the increasing importance of international trade across the Pacific, and the surge of immigration to Southern California from Mexico, Central and South America, and Southeast Asia.

*A Policy: Long Beach accepts the population and economic growth anticipated through the Year 2000, and intends to guide that growth to have an overall beneficial impact upon the City's quality of life.*

## The Future Challenge

Long Beach has long been known as a city of beautiful, quiet neighborhoods, with a relaxed lifestyle and abundant natural amenities. These favorable qualities could be threatened by poorly conceived growth and runaway development and change. The challenge ahead, then, is to manage growth and change to simultaneously reap the benefits of a big city while enjoying the tranquility and security of small town living.

Whether we will meet this challenge is largely dependent upon the actions taken by the City today. We can sit back and let the forces of change mold an uncertain future; or, we can harness the forces of change and use them to shape the future we desire. It is the latter course which is recommended by this Strategic Plan. The challenge is to manage growth and change—to chart our own destiny—and to begin today!

## POPULATION AND HOUSING UNIT ESTIMATES \*

Year	Estimated Population	Estimated Housing Units
1985	381,762	162,442
1990	409,166	171,024
1995	433,246	179,690
2000	450,630	186,129

\* Source: Department of Planning and Building



## Directions for the Year 2000

---

City Councilmembers are performing  
duties and goals to set in  
public and performance  
areas for Long Beach  
through the year 2000.

**Managed Growth:** Long Beach accepts the population and economic growth anticipated through the Year 2000, and intends to guide that growth to have an overall beneficial impact upon the City's quality of life.

---

**Economic Development:** Long Beach will pursue economic development which focuses upon international trade, while maintaining and expanding its historic economic strengths in aerospace, bio-medicine and tourism.

---

**Downtown Revitalization:** Long Beach will build its downtown into a multi-purpose activity center of regional significance, emphasizing a quality physical environment, a pedestrian focus, and a wide variety of activities and architectural styles.

---

**New Housing Construction:** Long Beach encourages the development of 24,000 new housing units through the Year 2000, with emphasis upon filling the gaps which exist or are anticipated in certain sectors of the City's housing market. In the immediate future, such emphasis should be upon for-sale housing for first-time homebuyers and upon upscale residential development in and around the downtown area.

---

**Existing Housing:** Long Beach views its existing housing stock as its greatest resource of affordable housing, and will stimulate and support continued maintenance and reinvestment in that housing stock. It will take advantage of every available State and Federal program to make its housing affordable to its population, but it will not sacrifice long-term quality for short-term affordability in new or rehabilitated housing.

---

**Neighborhood Empowerment:** Long Beach recognizes the strong neighborhood to be the essential building block of a City-wide quality living environment, and will assist and support citizen efforts to maintain and strengthen their neighborhoods.

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**Quality Services:** Long Beach will emphasize quality in the provision of services to its residents and businesses, and will strive to make public services readily accessible to all citizens.

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**Citizen Diversity:** Long Beach finds strength in the increasing diversity of its population, and will seek to ensure that opportunities are available to our new citizens to fully participate in the community and to achieve their personal goals.

---





***Quality Education:** Long Beach recognizes that quality education is a key ingredient in building a successful community through the Year 2000, and it will foster community-wide support of education at all levels and for all age groups.*

***Facilities Maintenance:** Long Beach will maintain its physical facilities and public rights-of-way at a high level of functional and aesthetic quality, manifesting the pride of the citizens in their City and ensuring that future generations need not bear the burden of deferred maintenance.*

***Adequate Water Supply:** Long Beach will continue to take the actions that are necessary to preserve an adequate supply of water for domestic, commercial and industrial purposes.*

***Functional Transportation:** Long Beach will maintain or improve the current ability to move people and goods to and from development centers while preserving and protecting residential neighborhoods.*

***Arts and Culture Support:** Long Beach recognizes art and culture to be necessary ingredients of a quality living environment, and will create and support the mechanisms through which private individuals and organizations can expand cultural opportunities for all residents.*

***Citizen Participation:** Long Beach will pursue increased opportunities for citizen participation in public decision-making, and will encourage voluntary efforts to provide and improve local facilities and services.*

***Financial Stability:** Long Beach will make the efforts necessary to maintain stable local government financing; to identify and to prioritize existing and potential financing resources; and to make those fiscal allocations required to meet the goals which have been established through the Strategic Planning process.*







## Looking Ahead

The Strategic Plan is a definitive statement of City objectives for the future, and a comprehensive set of action recommendations for achieving those objectives. It is realistic to expect that Long Beach will be able to achieve its objectives if the high levels of citizen involvement, political leadership, and investment commitment demonstrated in the past decade continue through the Year 2000.

Let us for a moment, then, leap forward in time to the Year 2000.

Let us assume that the people of our community have aggressively pursued the policies established in the Strategic Plan, and that the strategies set forth by the City Council have been fully implemented. What kind of Long Beach do we see resulting from the strategies recommended in this report?

We see a City that has met the challenge. Long Beach has successfully survived a period of growth and a variety of changes. From the evolving urban environment of the late Twentieth Century, it has emerged as an impressive City, one with heritage and character, filled with vision and vitality.

Life for the residents of Long Beach has evolved correspondingly. Neighbors are more closely affiliated with each other through self-help beautification efforts and the Neighborhood Watch Program, which has expanded beyond simple crime prevention into a vehicle for community education and communication.

Neighborhoods have retained their semi-suburban character. Trees stand in rows along the residential streets, adding to the aesthetic nature of the neighborhood environment. The outdoor







lifestyle predominates. Residents appreciate well-maintained beaches, playgrounds and open space. Parks are conveniently located to most neighborhoods and are the frequent sites of neighborhood gatherings and competitive sporting events for all ages.

Youth gather to play in grassy fields on their school playgrounds, while volunteers supervise after school activities and games. Employers provide child care for infants and toddlers. At the same time, more parents are able to work at home due to technological advances and flexible zoning policies allowing more home based occupations. The business community works with educators to assist promising teens and young adults in finding internship opportunities to further their career aspirations.





Youth and children benefit from programs which meet their special needs.

In the Year 2000, we see that education for all ages remains a community priority. There is a continuing commitment to excellence supported by educational institutions, the business community and the citizens.

The City's senior population is an active force in the community. Most are self-assisted, although those with a greater degree of dependence have not been neglected in the shuffling of resources to support community needs.

The mixed population has integrated into a cosmopolitan community. City leadership reflects the diversity of the population. Long Beach is truly an International City; socially, demographically and economically.

In 2000 A.D., the Port is the focus of Pacific Rim Trade, which has served to strengthen the City's economic base. The growth and success of the Port positions the City as a major exporter of international transportation services to the region and the nation. These services take the form of shipping, cargo storage, and the transfer of goods to truck and rail distribution systems. These transportation services are facilitated by the ability of the City to provide freight handling, customs brokering and financial services. The World Trade Center serves the City and Port activities by attracting foreign capital and investment, which assists in financing building, equipment, real estate and other business needs.

In addition to transportation and financial services, Long Beach provides more general trade services. Domestic and foreign goods are marketed through trade shows and product displays, drawing international visitors and convention gatherings. Business and service industries centering around tourism have correspondingly expanded, contributing to the City's clean and diverse economy.

The health sector in the Year 2000 is still a major employer within the overall growth in employment opportunities. The new balance of jobs is also strongly assisted by the dramatic growth in the downtown and in the Port. Increased pressure on the City's transportation system, resulting from City growth, is eased by significant improvements to the Long Beach Freeway and the Alameda rail and truck corridor serving the Port. Public transit is an accepted mode of transportation. Major arterials are not only attractive, but manage travel demand adequately as well. Parking restrictions are recognized as a technique to ease vehicle movement.

The density resulting from the growth in population and in housing units has been carefully channeled in and around the downtown area and along major streets. Housing opportunities are available for all incomes at a wide range of costs. Pressure from residents and the City government has resulted in housing of above average quality. Homeowner pride







contributes to a high level of maintenance and reinvestment. Employees in the central city are attracted to downtown living, taking advantage of the upscale housing available close to their offices.

The downtown has retained its character with a carefully planned composition of modern and restored structures creating a picturesque skyline. Art works are strategically placed near office buildings, plazas and in public areas. Downtown is an area of activity, where people gather sixteen hours a day to stroll down the Promenade, enjoy the restaurants and sidewalk cafes, and the variety of shopping opportunities offered by a number of retail stores and boutiques. Entertainment is provided in a variety of ways, from outdoor concerts and small art shows to nightclubs and movie theatres. Strolling pedestrians greet police officers on foot patrols by name. The area is clean, with a noticeable lack of litter and graffiti due to stringent government enforcement and the consciousness of the citizens.

Arts are an integral part of the community. Cultural events and activities are available to all segments of the population. Opportunities range from the symphony and the theatre to local festivals and ethnic celebrations. There is something to appeal to everyone.

A number of City services such as permit processing and payment of City billings are delivered through library branches for easy access by citizens. Libraries also function as information centers where residents can find out about City events and activities, social services and other forms of assistance. Services previously performed by government are increasingly performed by volunteers, enhancing opportunities for citizen involvement. The City is truly a participatory democracy.

Long Beach 2000 is not simply an ideal. It is an achievement of intensive teamwork and vigilant community effort. Without the determination resulting from such team work and community vigilance, a less attractive scenario could result, or the City could deteriorate into an overcrowded urban place lacking character and amenities, comfort and beauty. The following pages summarize the work of the citizen Task Forces and City Council committees, teamwork designed to guide Long Beach successfully into the 21st Century. These summaries will help the reader to understand the nature and scope of the opportunities and challenges ahead—how we can help to make the most positive and desirable future a reality.

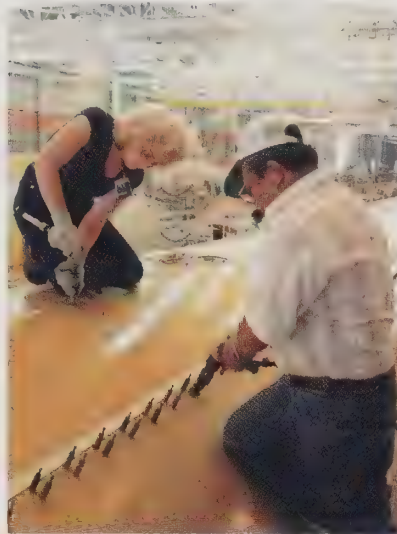
*"Long Beach has an increasingly pivotal role as an integrated part of an evolving regional, national and international economy."*

### Economic Development Task Force

The creation, growth, change and decline of cities is dependent upon the structure and vitality of their individual economies.

Long Beach was originally created as a resort community, capitalizing on its beautiful ocean-front location to bring visitors and their expenditures to support the small local population. Over time, other natural resources were discovered and exploited, most notably oil and the harbor. These brought new dimensions to the economy, spurred population growth and the growth of service industries to support that population, and gradually changed the character of the City from a sleepy little resort to a bustling city of great diversity.

Just as these changes in the local economy have molded the Long Beach we know today, so economic changes over the next fifteen years will largely determine the character of our City at the turn of the century. This Strategic Plan, therefore, views economic development as the engine which will drive the Plan's implementation program through the Year 2000.



### Competitive Strengths and Weaknesses

As we look to the future, we see national and world economics becoming increasingly complex, interdependent, and competitive. Long Beach must be prepared to exist and prosper in this type of environment, capitalizing on those unique strengths which give it a competitive advantage over other urban areas.

**What are those unique strengths?**

**Oceanfront location:** Our ocean-front location continues to be an important attribute. It not only provides an attraction to tourists and conventions, but also produces a moderate climate with relatively clean air to entice residents and businesses to relocate here.

**Harbor:** The harbor, and its continuing development by the Ports of Long Beach and Los Angeles, is an ever more valuable asset, as the focus of world trade increasingly shifts to the Pacific basin. United States trade across the Pacific now exceeds that across the Atlantic, and all indications are that the gap will continue to widen in favor of the Pacific. Although other port cities jealously seek the title, the Long Beach/Los Angeles harbor remains the most important harbor on the Pacific coastline of our continent.



**Regional accessibility:** Long Beach is well located within the Los Angeles basin, with excellent links to the large and rapidly growing population and market of the region. Its freeways provide relatively short travel times to the workforce and business centers of both Los Angeles and Orange counties.

**Aerospace and bio-medicine:** Long Beach enjoys thriving specialized manufacturing and service industries. The aerospace giants of McDonnell Douglas and Hughes Aircraft are major employers. An unusual concentration of major hospitals attracts patients from throughout the region, and provides the basis for bio-medical research and development industries.

**Progressive government:** Long Beach enjoys a forward-looking local government which is fiscally strong. Its willingness to work cooperatively with the private sector to promote quality development is witnessed by the success of its downtown redevelopment program. Strong political and managerial leadership has helped it avoid fiscal crises, and positioned the City to provide quality services to a growing population. Long Beach is a full-service city, providing its own police, fire, recreation, health, library, education, transit, gas and water services.

**Diversity:** Finally, Long Beach enjoys the broad diversity of neighborhoods, lifestyles, population and culture which is characteristic of all great cities.

Although clearly outweighed by its strengths, Long Beach suffers from certain weaknesses which must be overcome:

**Poor image:** Long Beach's image to the outside world underrates its dynamism and potential for economic growth. For many, the image is still one of a sleepy little resort and retirement community. Moreover, there exists no unified, coherent marketing plan to overcome this image and to promote the type of development desired.

**Need for a stronger downtown:** Although much has been accomplished over the past ten years to rebuild downtown Long Beach, much remains to be accomplished if it is to become a central business district of the size and vitality expected of a city of 400,000 people. Reflective of this situation are the facts that a good portion of the retail purchases of Long Beach residents are made outside the City, and the City offers only about 150,000 employment opportunities compared to a resident workforce of over 175,000 people.

High Accessibility  
Local Government  
Diverse Economy  
Quality Growing  
Unsurpassed Area  
Vibrant Culture  
Diversity





**Land Shortage:** Long Beach suffers from a shortage of developable, properly located sites large enough to accommodate major commercial and industrial uses. Since Long Beach is in an advanced stage of development, vacant land is scarce and underused land is difficult to assemble for reuse.

### **Economic Development Strategy**

The Long Beach economic development strategy has been fashioned in direct response to these perceived competitive strengths and weaknesses.

*Policy: Long Beach will pursue economic development which focuses upon international trade, while maintaining and expanding its historic economic strengths in aerospace, bio-medicine and tourism.*

*Policy: Long Beach will build its downtown into a multi-purpose activity center of regional significance, emphasizing a quality physical environment, a pedestrian focus, and a wide variety of activities and architectural styles.*

The recommended actions listed under each of the following six issues respond to the City's competitive strengths and weaknesses within the context of the above-stated policies.



Recommendations  
and goals which  
address the  
physical environment  
focus on  
pedestrian  
friendly  
working, living,  
shopping and  
playing within  
every neighborhood  
district.



**Issue:**  
**Focus on International Trade**

As noted before, Long Beach's harbor and strategic location present an opportunity for economic development focused upon international trade. At present, the City provides only transportation services for international trade: shipping, cargo storage, and transfer to truck, rail and pipeline distribution systems.

Largely absent in Long Beach are the lucrative soft services of international trade: freight handling; customs brokering; financial services; and trade-related legal,

accounting and insurance services.

Moreover, we lack a significant role in the marketing function, which includes advertising, display, trade shows, and entertainment.

Such economic activity requires facilities and services similar to those needed for the convention and tourist industry, providing obvious mutual support between these two prime economic development sectors.

**Recommendations:**

The City should aggressively pursue development of a World Trade Center in the downtown. The decision to proceed with this development has already been made. The significance of this decision takes on new light within the context of this Strategic Plan. The Port of Long Beach has assembled a 12-acre site north of Ocean Boulevard and west of Magnolia Avenue.

The development team of IDM/Kajima has been selected, a team reflective of the growing interdependence of Pacific Rim nations. This project offers the City a unique opportunity to become the center of international trade on the West Coast.

The aggressive marketing and expansion of the Port of Long Beach should be continued. The City should seek necessary Federal, State and regional support for port growth in accordance with the 2020 Plan.

The City should support State legislation to provide a tax structure which encourages international investment and trade, including modification or elimination of the Unitary Tax.





## Issue: Downtown Revitalization

Traditionally, downtowns establish the physical image and constitute the economic heart of a city. Such is not yet the case in Long Beach. Having accomplished almost the impossible over the past decade in reviving a dying downtown, the City must now ensure that its central business district achieves its full potential as a multi-purpose activity center of regional significance.

- The Redevelopment Agency should give special attention to attracting those uses which will make downtown a multi-purpose center which is active throughout the daytime and evening hours. In the immediate future, this means a focus upon quality residential, entertainment and specialty retail uses, and the attraction of regional corporate headquarters.

- An urban design plan should be prepared for Downtown Long Beach and implemented through ordinance revisions, redevelopment agreements, capital improvements and design guidelines. This plan should include the placement, height, scale and architectural detailing of new buildings, the preservation of notable historic structures, the creation of attractive and comfortable streetscapes, and the provision of civic art.

The Downtown/Tidelands Plan prepared in 1977 has served the City well during the first decade of downtown revitalization. An urban design plan can guide development over the next decade



to ensure that the remaining development creates physical and functional integrity, and results in an overall environment which is attractive and exciting.

- The City should carefully analyze alternative proposals for convention center expansion and financing, and pursue the program which is determined to be financially feasible and consistent with the goals of this Strategic Plan.

Recognition should be given to the likelihood that the convention center in the future will serve not only the traditional convention and entertainment functions, but also the marketing and display functions of international trade.

- A parking and access plan should be prepared and implemented for downtown (*see discussion under Access*).

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### Issue: Land Assembly

The ready availability of adequate sites in appropriate locations is an important element in the decision of a business firm to locate or expand in a city. In recent years, Long Beach has become increasingly frustrated as major retailers and employers chose sites in other cities because of difficulty in assembling large sites in our City outside of the downtown redevelopment area.

- The expansion of the Port of Long Beach should occur primarily through landfill projects, thereby creating "new" land rather than absorbing increasingly scarce existing industrial sites.
- The City should identify and make available sites for large scale development in order to expand the tax base and create employment. This includes sites outside of downtown for major retail establishments. Redevelopment should be considered a potential tool for such land assembly, and should be used where politically and economically feasible.
- The Long Beach Local Development Corporation should examine the feasibility of creating and operating a land assembly program.

### Issue: Marketing and Promotion

Each year major marketing campaigns are independently launched by the Convention and Visitors Council, the Redevelopment Agency, the Port of Long

Beach, the Chamber of Commerce, Downtown Long Beach Associates, and the Press-Telegram. Despite these efforts, Long Beach has largely failed to dispel its prevailing negative image, announce its significant achievements, and promote its unique attributes.

- All economic development elements of the community should work cooperatively to produce a unified, coherent marketing plan and program to accurately portray the image of Long Beach as an exciting and dynamic international city.
- The public and private sectors should create a cooperative mechanism for mobilizing all of the community's resources to attract and smooth the entry of new desirable businesses and to facilitate the expansion of existing businesses, both small and large.
- Signing on public buildings and on City streets should be improved and coordinated to promote the "international city" theme as part of an overall marketing plan and program.

### Issue: Government Support

An important part of the image of a city to economic interests in the outside world is established by the perceived attitude of its governmental leaders toward development. For Long Beach to achieve its full potential, government must continue to actively support economic development. This does not mean abandonment of all land use

and environmental regulation, but rather the maintenance of a public attitude and regulatory system which are fair, consistent and understandable to the development community.

- City Council should ensure that its combined actions and policies create and sustain a positive political environment which gives investors and developers the confidence to acquire, develop and operate property in the City of Long Beach.
- The City should endorse and financially support a formalized, well-organized and fully coordinated program of economic development, designed to effectively promote business development, retain and create jobs, and increase tax revenues.
- The City should continuously review, with private sector input, both the content and procedures of its planning and construction regulations to ensure that they facilitate quality development within the City in accordance with this Strategic Plan.

## Housing and Neighborhoods



*"The backbone of any community is the strength and vitality of the homes and neighborhoods in which its citizens live."*

### **Housing and Neighborhoods Task Force**

Long Beach has been known since its founding as a good place to live.

Long before the discovery of oil or the building of the harbor, families established homes and apartments in our City to enjoy the pleasant environment of the beach, the extra-ordinary climate, and the proximity to regional economic and cultural activities. Today, Long Beach remains a community of generally quality housing in a variety of interesting neighborhoods.

Long Beach has been fortunate that residents have taken pride in their homes, with the result that the vast majority of our housing stock is in good condition. Estimates made in 1983 placed only one percent of the housing units in the City in the category of deteriorated beyond repair; another four percent were considered in need of major rehabilitation. The City has assisted in maintaining the quality of existing housing through aggressive residential code enforcement and low-interest home rehabilitation loans. We must realize, however, that the average age of housing in the City is approximately thirty-five years, warning of potential future problems unless it is vigilantly maintained.



As housing ages, so do the neighborhoods, which require the same maintenance and preservation as homes if they are to maintain their character and unique identities. The Community Development Strategy of 1980 studied the residential areas of Long Beach and classified them according to their degree of stability. The study indicated that about twenty-one percent of our neighborhoods have physical and social problems serious enough to require immediate attention by the City. Neighborhood preservation programs of the City have traditionally been supported by federal Community Development Block Grant funding. The Federal government's recent cutback, and potential elimination of block grant funding poses a serious threat to the Long Beach effort to stabilize and improve its neighborhoods.

As in most areas of California, housing costs in Long Beach demand a disproportionate share of the income of many households. Although housing costs in Long Beach generally lag behind those of Los Angeles County as a whole, only about ten percent of our residents earn adequate income to afford the average home price of \$115,000 (1983). The problem is most severe for first-time homebuyers; even if they can qualify for a loan, they are unable to make an adequate down payment.

Many households having incomes below the area-wide median are renters (approximately fifty-nine percent of the households in Long Beach are renters). While

moderate income tenants can generally afford the rents charged in Long Beach, low income families have to stretch beyond their means. In 1983, one of every four households spent more than thirty percent of their income on housing. In response to this need, the City has sought and received every State and Federal housing subsidy available. At present, approximately 7,000 households, or one-fifth of the needy households, receive some form of housing assistance.

An underlying issue of this Strategic Plan is the ability of Long Beach to accept the amount of population and economic growth expected through the Year 2000 while maintaining the quality of life which we now enjoy. Nowhere is this issue more sharply focused than in the concern of our citizens over the quality of their neighborhoods. Recent apartment construction in some of our older neighborhoods has been out of character with traditional neighborhood scale and density, and has threatened increased traffic and parking problems on already congested local streets. It is clear that the City must take steps to manage and direct this growth in such a manner as to realize its benefits in community and economic revitalization, while protecting the peace and tranquility of established residential neighborhoods.

*Policy: Long Beach encourages the development of 24,000 new housing units through the Year 2,000, with emphasis upon filling the gaps which exist or are anticipated in certain sectors of the City's housing market. In the immediate future, such emphasis should be upon for-sale housing for first-time homebuyers and upon upscale residential development in and around the downtown area.*

*Policy: Long Beach views its existing housing stock as its greatest resource of affordable housing, and will stimulate and support continued maintenance and reinvestment in that housing stock. It will take advantage of every available State and Federal program to make its housing affordable to its population, but it will not sacrifice long-term quality for short-term affordability in new or rehabilitated housing.*

*Policy: Long Beach recognizes the strong neighborhood to be the essential building block of a City-wide quality living environment, and will assist and support citizen efforts to maintain and strengthen their neighborhoods.*



### Issue: Population Growth and Development Policy

Forces already in motion portend continued increases in population through the Year 2000. These forces include (1) employment growth in downtown, at the airport, in Hughes business park, and by the Navy; (2) immigration of young families from Mexico, Central America, and Southeast Asia.

Since Long Beach is nearly fully developed, the City will only be able to accommodate this increased population through increased density. As noted before, if such density increases occur in an unplanned and unstructured manner, significant adverse impacts could be imposed upon our existing stable neighborhoods.

While we welcome the reinvestment which this new housing construction represents, we must make certain that it occurs in the areas of the City where such reinvestment is needed, and we must demand the highest quality of design and construction.

#### Recommended Actions:

The City should take immediate steps to ensure that the new housing to be constructed is designed at a scale and level of quality which will contribute positively to the neighborhoods in which it is located. This may mean amendments to zoning regulations, increases in parking requirements, and refinement of design standards for site plan review. In some neighborhoods, it may also mean a reevaluation of residential densities permitted by current zoning. Regulations and



Health and Safety  
 Accounting and Finance  
 Human Resources  
 Information Systems  
 Legal Services  
 Planning and Development  
 Public Works

Community Development  
 Economic Development  
 Environmental Services  
 Housing and Community Development



procedures should be carefully refined so as to achieve the desired level of quality without discouraging the construction of needed new housing.

● The City Planning Commission should reevaluate the current General Plan in light of the policies set forth in this Strategic Plan. Special attention should be given to the Land Use Element, to make sure that it adequately directs projected long-range growth to those areas of the City where such growth and reinvestment are most needed. Consideration should be given to a concept of high density "improvement corridors" within which quality growth could be concentrated while maintaining the lower density of surrounding areas.

● Special emphasis should be placed upon new housing construction in and around downtown. Such development can provide close-in housing for the many new downtown workers, while enlivening downtown as a true multi-purpose activity center (see chapter on Economic Development). To achieve this, the Redevelopment Agency should amend the Redevelopment Plan to allow for housing throughout a greater portion of the project area, and it should promote the type of active pedestrian and retail uses in commercial development which will attract residents to the downtown area. In light of continuing difficulty in achieving construction of new upscale residential development in



downtown, consideration should be given to financial participation by the Agency in such development.

## Issue: Affordable New Housing

New housing, due to high land and construction costs, cannot be produced cheaply. Most of the forces which are driving up the cost of housing are outside the control of the City. The City can have a limited effect upon the cost of financing and the availability of land.

New housing can be made affordable through various Federal housing subsidy programs; unfortunately, these programs are subject to continuing funding reductions.

● The formation of a non-profit Long Beach Housing Corporation has been recommended as a mechanism for providing housing in the City at a lower cost. The success of such a corporation in achieving this objective is based

upon its ability to raise funds from the private sector to underwrite initial development costs, to provide low-cost financing through use of tax-exempt mortgage revenue bonds, and to offer tax advantages to private corporations. Since the effects of the new Federal tax law are still uncertain, it is not clear that these tools (particularly tax-exempt bond financing and corporate tax advantages) will still be available to such non-profit corporations.

The City should not proceed to create a Housing Corporation until it becomes clear that it could operate successfully and contribute to achievement of the goals of this Strategic Plan.

The City should develop a program to assist first-time homebuyers to locate in Long Beach. Homeowners have traditionally brought stability to Long Beach neighborhoods and continuity to the life of the community. Young potential homebuyers, however, are finding it increasingly difficult to afford a decent home in the City.

Consideration should be given to approaches such as shared equity, mortgage loan guarantees, and low-interest second mortgages.

The City should continue to utilize tax-exempt mortgage revenue bond financing to the maximum extent permitted by the Federal government. If such financing becomes unavailable as

a tool to reduce housing cost, the City should investigate the potential advantages of taxable bond sales to reduce financing costs for housing construction and purchase.

The City Council should declare housing for the elderly the highest priority for use of limited Federal housing construction subsidies, and it should instruct its lobbyists in Washington and Sacramento to aggressively support Federal and State funding assistance for senior citizen housing.

The City should continue to permit the use of manufactured housing in residential areas, and it should encourage its use when cost effective and architecturally compatible.

### **Issue: Emphasis on Neighborhoods**

Long Beach residents live in neighborhoods. The neighborhood provides a sense of association and identification. In many parts of Long Beach, whole neighborhoods were developed over a rather short period of time.

As the housing ages in these neighborhoods, so does the neighborhood as a whole. The danger exists that existing neighborhoods could gradually slip into lower levels of physical condition and market value. Considerable effort is required by property owners and the City if the quality and value of our homes and the strength of our neighborhoods is to be maintained through the Year 2000.

The City should continue its aggressive code enforcement efforts. The Intensified Code Enforcement Program, which fields a team of inspectors for door-to-door inspection in a designated neighborhood, has achieved very positive response in terms of both rehabilitation of individual structures and upgrading of whole neighborhoods.

This Program has been supported by a special housing prosecutor to force legal action when necessary to obtain compliance. If the Community Development Block Grant funding for this effort should be reduced or eliminated, the City should nevertheless continue the program with other available resources.

The City should require a high level of property maintenance in all neighborhoods, and should not permit residential properties and streets to become storage areas for abandoned cars and commercial vehicles. Increased attention should be given to enforcement of existing property maintenance laws.

The City Planning Commission should consider amendment of the Zoning Ordinance to restrict community care facilities to multi-family zones as conditional uses. In addition, the City should support proposed State legislation to increase the minimum spacing requirements between such facilities from 300 to 1,000 feet.



■ The City should prepare a new long-term strategy for neighborhood improvement programs in light of continuing cutbacks in federal Community Development Block Grant funding. This requires updating of the 1980 Community Development Strategy, and identification of new funding sources for high priority neighborhood improvement efforts.

■ An improvement strategy should be developed and implemented for the Atlantic Avenue corridor in the Central Area. Reconstruction of this blighted and abandoned commercial strip could have a positive impact upon the struggling neighborhoods which surround it.

■ A Long Beach Neighborhood Foundation should be created with private support to stimulate, assist and reward neighborhood improvement efforts. The Foundation could provide seed money, technical assistance, and City-wide recognition to individuals, neighborhood groups and business associations which achieve outstanding results in property and neighborhood improvement and beautification.

■ The City should continue to use the Community Planning program to promote neighborhood organizational efforts and to assist neighborhood groups in resolving local planning problems.

## Human Services for a Changing Population



Photo courtesy of the City of Long Beach, 1960s. The girl is wearing a costume that is a combination of a young girl's costume and a young girl's costume.

*"To meet the needs of the diverse and constantly changing population, Long Beach must begin by facilitating information and outreach services, in addition to the basic needs of health, housing, safety and transportation."*

### **Task Force on Serving a Changing Population**

The provision of welfare and human services has traditionally been the responsibility of national, state and county governments, rather than city government.

Nevertheless, city government is closest to the people, and more aware of their special needs. Over time, the City of Long Beach has become increasingly concerned over the gap between the pressing needs of its dependent population and the ability of higher levels of government to meet those needs.

Prior to 1960, our City's population was growing but was fairly homogeneous. It consisted primarily of white, middle-income families who were reasonably self-sufficient, plus a higher than average proportion of semi-dependent elderly. As a result, Long Beach services were generally directed toward families, with special human services programs for the elderly. The City gained a reputation for excellent recreation and education services for traditional families and for older Americans.



**POPULATION GROWTH AND CHANGE \***

	1960	1970	1980	1985 Estimate
Total population	344,168	358,633	361,334	381,762
White (%)	93	85	68	61
Black (%)	3	5	11	12
Hispanic (%)	2	7	14	15
Asian & other (%)	2	3	7	12

\* Source: Department of Planning and Building

Since 1960, however, the composition of the population has changed dramatically. As the table above demonstrates, population growth over the past twenty-five years has consisted largely of immigrants and refugees from Mexico and Central America, and most recently from Southeast Asia.

The most recent arrivals to our City are extremely varied in their cultural and economic backgrounds, and they often have markedly different social and human service needs from their counterparts who took up residency a decade earlier. Their presence is obvious by their sheer numbers, and there is a danger that they may be perceived as competitors for social and human services by the more established resident groups.

Many of the refugees speak little or no English, and their rural backgrounds make the transition into urban America doubly difficult. They are particularly vulnerable to victimization, creating an element of fear which further retards their assimilation into the mainstream of society.

This changing population presents Long Beach with a new challenge. Its services are still

geared to the needs of its traditional population. Its resources are insufficient to provide basic social services to its increasing needy population. Yet, the very services that this new population demands are being constantly reduced by higher levels of government. In all cases, the goal of the human services programs is to foster the economic independence of the recipients.

*Policy: Long Beach finds strength in the increasing diversity of its population, and will seek to ensure that opportunities are available to our new citizens to fully participate in the community and to achieve their personal goals.*

*Policy: Long Beach will emphasize quality in the provision of services to its residents and businesses, and will strive to make public services readily accessible to all citizens.*

*Policy: Long Beach recognizes that quality education is a key ingredient in building a successful community through the Year 2000, and it will foster community-wide support of education at all levels for all age groups.*

### **Issue: Human Services Planning and Coordination**

Within the context of these basic policies, Long Beach must begin to redefine its role in human services. It must restructure its traditional public safety and leisure services to meet the needs of an increasingly diverse population. Limits to local resources prevent it from assuming prime responsibility for social welfare services, but it must begin to advocate, coordinate and otherwise facilitate the provision of these services by higher levels of government to address the special needs of its changing population.

The City should delegate responsibility for human services planning to the newly expanded Board of Health and Human Services. Expenditures for planning should not exceed ten percent of local funds available for services.

The City should continue its recent policy to devote to human services the interest earned on the \$7 million trust account created when leased public lands were sold to Memorial, Pacific and Community Hospitals. Each year the Board of Health and Human Services should recommend to City Council priorities among local service needs of the community.

The annual interest income from the trust account should then be allocated in accordance with these priorities to service agencies which apply for grants on a competitive basis.

These limited funds cannot be expected to support the full human service needs of the community, but rather should be viewed as incentive and emergency grants which can stimulate private response to priority needs, provide matching funds for grants from higher levels of government, discourage overlap and duplication among providers, and coordinate services to have their maximum beneficial impact.

### Issue: Public Safety

In recent decades, American law enforcement agencies have become increasingly sophisticated, more highly technical and more efficient in their use of limited manpower. In the process, they can also become increasingly distant from the populations they serve. In Long Beach, our highly respected Police Department faces challenges unknown two decades ago: drugs, gangs and a large non-English speaking population. Moreover, many new immigrants have difficulty in relating positively to law enforcement officials, since in their homelands such officers were often agents of an oppressive government.

#### Recommendations:

- A strong, concerted campaign must be launched against drug and alcohol abuse. City Council should appoint a special



task force to recommend a strategy, supported by an interagency team of City staff members who have this task as their priority assignment.

- The Police Department should test, on a pilot basis, a new neighborhood-based policy which utilizes the "cop on the block" approach in commercial and high-density residential areas.

- The Police Reserve Corps of non-sworn volunteers should be expanded to 300 personnel. The reserves should be used not only to

assist sworn officers at large public events, but also to support the proposed pilot program of neighborhood-based patrols.

- The Neighborhood Watch program should be expanded throughout all residential and commercial areas. New approaches may be required in those neighborhoods which have traditionally not responded to this program.

- The Police Department should continue its program of having bilingual staff available on a twenty-four hour basis.



### Issue: Health Care

Funds for public health care are provided by the State of California to county health departments. Historically, the County of Los Angeles has provided primary personal health care to those of its citizens who could not afford private health care, and has contracted with the cities, including the City of Long Beach, to provide preventative and environmental health services to their population. The City was thus dependent upon year-to-year contracts with the County for the support of its health program, and on this basis it could not commit to a long-term local health care program.

In 1985, the City Council decided to make a long-term commitment, and through legislation at the State level, obtained the right to receive funds directly from the State for its health care services. This provides simplified procedures for secure funding, permits long-range planning for health services, and offers greater flexibility in meeting the specialized needs of Long Beach residents. Responsibility for primary personal health care for the indigent remains with the County.

The Health Department should utilize multi-lingual staff and flyers to make our new population aware of the importance of health maintenance and prevention, and of the public health services available to them.

Greater attention should be given to the coordination and pos-



sible consolidation of City administered preventive health care and County administered primary health care for the indigent. At a minimum, the City should expand its role to insure that its citizens are obtaining the proper level of health care through the County programs.

The City should request the County Board of Supervisors to contract with a local hospital for acute care services for the indigent. This would overcome the present problem of Long Beach residents having to travel to Harbor General Hospital in Torrance or Martin Luther King Hospital in Compton when they require hospital services.

Now that on-going funding for local health services is assured, the City should determine its long range needs for health facilities, and commit to either modernizing or rebuilding its existing health center (*see chapter on Infrastructure*).

### Issue: Employment Assistance

Currently, the City of Long Beach plays a major role in providing job training and job placement for unemployed, low income residents of Long Beach. In cooperation with the Private Industry Council, the City is the grant recipient and

administrative entity for all funds which are allocated to the Long Beach area under the federal Job Training Partnership Act. The City, in turn, contracts with various community organizations and educational institutions to provide the actual employment services.

In 1986-87, approximately \$5 million is being made available for on-the-job training, classroom training, direct placement, job search assistance, summer youth employment, retraining and job placement for displaced workers, and special recruitment and screening projects for new major employers. Altogether, training and employment services will be provided to nearly 2,250 Long Beach residents.

As anticipated reductions in federal funding occur, this important program must be cut back accordingly, and no other programs or sources of funds have been identified which could offset such cutbacks.

High priority should be assigned to programs to assist youth in obtaining meaningful employment.

City Council should establish a Child Care Task Force to recommend actions for making child care services more available for our resident workforce. Consideration should be given to creating the proper institutional arrangement to accept and distribute state funds, possibly combining existing City and School District child care programs.

■ The Private Industry Council should seek opportunities to expand highly successful programs to link job training to the City's economic development efforts. To date, the program has focused primarily on hotel employment, where unemployed residents have been trained in advance to fill the special jobs created by the Hyatt, Ramada and Marriott hotels. This approach benefits both our unemployed residents and the new employers attracted through our economic development program.

#### **Issue: Senior Services**

The elderly have long been a large and important segment of the City's population. As a result, Long Beach has become known for its excellent services for senior citizens. These have been geared toward our traditional elderly population, and focused on the downtown and near eastside where such population has historically congregated. The elderly remain an important part of our community, but they are more and more reflecting the ethnic diversity and geographic dispersal of the larger population.

#### *Recommended Actions:*

■ A broader range of senior services should be made available in all neighborhood service centers, in addition to the excellent programs now offered at the Senior Center at 4th and Orange.

■ The City should request the Los Angeles County Board of



Public Safety  
Community  
Los Angeles  
Police Department



Supervisors to designate our City Council as a subregional agency on aging so as to provide greater local control over Federal funds available to support services for our substantial elderly population.

■ The City should establish housing for the elderly as its highest priority in the use of available federal housing subsidies (*see chapter on Housing and Neighborhoods*).

### **Issue: Education**

Long Beach is a city rich in educational resources, including the Long Beach Unified School District, Long Beach City College, California State University Long Beach, and the Parochial School System.

The City's commitment to education is evident in its support of the City public library system, whose resources are used by students at all levels. Likewise, cooperation between the business sector and education has grown through programs such as the Regional Occupation Centers and contract education. Excellent cable capabilities exist for use of the education community. Finally, the cultural diversity resulting from a dynamic population shift is perceived as a strength as well as a challenge for Long Beach in the years ahead.

The success of our community in achieving the goal of high quality education will, to a large extent, affect the overall degree of success of the City in achieving other strategic goals of this Plan. In particular, our changing population is dependent upon quality educa-

tion to compete effectively in the American economic system. In addition, attempts to attract major employers and to persuade their top personnel to reside in Long Beach will be bolstered if education in the City is perceived to be of the highest quality. Thus, quality education is a community-wide concern which demands communitywide support—from educational institutions, government, property-owners, businesses, and parents.

■ City Council forwarded the recommendations of the Education Task Force to the four major educational institutions for their implementation. The City must be prepared to support these institutions in the implementation of the recommendations, and to help develop community-wide support for quality education.

### **Issue: Decentralized Information and Service Delivery**

Although recreation and library services have always been decentralized through neighborhood based facilities, most other public services require a trip downtown to City Hall. In addition, many citizens, including our large new refugee population, are unaware of the services which are available to them.

Modern computer technology permits centralized information to be shared with remote locations, and allows transactions at remote locations to be immediately recorded in centralized data files.

The time has now come when decentralized information and service delivery is both seriously needed and technically possible.

■ The City should begin to decentralize information and service delivery through library information/service centers. Libraries are recommended as the appropriate facilities because of their geographic distribution throughout Long Beach neighborhoods and because of their established reputation for providing public information and services in a helpful manner.

A computer terminal and cash register in a library would permit a City service representative to assist citizens to obtain information about available services and special programs, to pay bills and fines, and to file applications for various City licenses and permits. Over time, the range of services available at the library information/service center could grow.

In establishing the program, City Council should determine if its ultimate objective is to provide such facilities in all eleven branch libraries, or to concentrate on three or four locations destined to become multi-purpose centers, (*or "little City Halls"*).

## Infrastructure

*"The City is losing ground in its effort to maintain the infrastructure in an optimum service condition . . . facilities are deteriorating at a rate faster than they have been maintained or replaced."*

### Infrastructure Task Force

Infrastructure is the mechanics of the City which keep it working. It includes streets, utility systems, traffic signals, street lights, sanitary sewers, storm drains, and all City lands and buildings. For purposes of this Plan, it also includes the collection and disposal of solid waste.

By its very nature, infrastructure is the type of public responsibility which is generally taken for granted—until it fails!

All across the nation, infrastructure *is* failing at an alarming rate. Decades of neglect and deferred maintenance are taking their toll. The "crisis of infrastructure" has been written about frequently in American news journals, discussed on television, and debated before legislative bodies.

By and large, Long Beach does not share in this crisis. Our infrastructure is generally in good shape compared to other American cities because of our relative newness, and because of proper maintenance. The following describes the present condition of our infrastructure and the prospects for long-term availability of gas, water and power.



The City's vision  
mission  
values  
and  
commitments



**Gas:** The Long Beach Gas Department, an agency of the City, provides gas service to Long Beach residents and businesses. The Gas Department has a contract with the Southern California Gas Company to supply natural gas through the Year 2000; there appears to be an ample supply of natural gas beyond that date.

The gas distribution pipeline system is in good condition and is well maintained; necessary maintenance is funded from user charges for gas. The 1985 replacement value for the system is \$230,000,000.

**Water:** Water service is provided by the Long Beach Water Department, an agency of the City. The City's water supply is obtained from two sources: the Metropolitan Water District (60%), and water wells within the City (40%). The Metropolitan Water District obtains its water from the Colorado River Aqueduct and the California Water Project.

No new supplies of local water are foreseeable in the coming years, creating a dependency upon our current sources of water. The Water Department has initiated the use of reclaimed water for irrigation purposes to reduce the growing demands placed upon the limited supply.

The water delivery pipeline network is adequate in capacity to meet projected consumption trends through the Year 2000. The system is well maintained; maintenance is



funded from user charges for water. The 1985 replacement value of the system is \$107,526,000.

**Electric Power:** Southern California Edison Company supplies power to Long Beach. Two electric generating stations are located within the City. The 1985 value of capital investment of Southern California Edison in the City is \$550,000,000.

**Public Works:** Over the past two decades of growth in Long Beach, public works facilities have been deteriorating at a rate faster than they have been maintained or replaced. Decisions to defer maintenance and replacement have prevailed in light of the limited resources available. However, decisions to defer maintenance ultimately result in more costly repair or replacement.

A study performed by the Public Works Department estimates the replacement value of facilities that comprise the infrastructure of the

*Capital investments must be given to our aging public infrastructure and utility systems.*

City at over \$3,268,299,000. Nationally, Public Works officials estimate that an annual expenditure of 2% of the replacement value is required to maintain public works facilities at their original service level. This would amount to an annual maintenance expenditure of \$65,365,000, not counting costs for needed restoration (deferred maintenance) and modernization. In the 1986/87 budget year, the City has allocated \$51,379,000 for maintenance of infrastructure and facilities. The greatest deficiencies exist in public thoroughfares and sanitary sewers.

**Solid Waste:** Long Beach currently collects approximately 220,000 tons of residential and commercial solid waste annually. In past decades, the City has been able to utilize nearby sanitary landfills for disposal of this waste. Opportunities for such convenient disposal are decreasing rapidly, portending dramatically escalating disposal costs at increasingly distant sites.

With regard to the population and economic growth expected in Long Beach through the Year 2000, it is believed that the infrastructure system can accommodate increased service demand through present excess capacity or through incremental expansion of capacity.

This is particularly true of services such as gas, water, electricity and solid waste disposal, where user fees support the cost of providing service. The primary areas where this is not the case is public thoroughfares and sanitary

sewers. The increased capacity necessary in the street and highway system to accommodate growth is discussed thoroughly in the chapter on Access. Therefore, the four issues discussed below concentrate on maintenance, rather than on expansion of service.

*Policy: Long Beach will maintain its physical facilities and public rights-of-way at a high level of functional and aesthetic quality, manifesting the pride of the citizens in their City and ensuring that future generations need not bear the burden of deferred maintenance.*

*Policy: Long Beach will continue to take actions that are necessary to preserve an adequate supply of water for domestic, commercial and industrial purposes.*

#### **Issue: Deteriorating Public Works Infrastructure.**

As discussed before, the public works infrastructure, particularly streets and sanitary sewers, are deteriorating at a faster rate than they are being maintained and rebuilt. If this situation is not reversed, Long Beach in the Year 2000 could face a level of infrastructure crisis comparable to that currently being faced by older cities in the East and Midwest.

*Recommendation:*

The City should continue to utilize the Capital Improvement Program approach that it has

implemented in recent years, wherein a 5-year program of needed capital improvements is adopted by City Council based upon long-range capital improvement plans prepared by each department. In order to adequately maintain infrastructure, an amount of \$65,365,000 should be allocated each year for this purpose.

The Department of Public Works should prepare a master plan for maintenance and improvement of the City's sanitary sewer system. Such a study would determine the long-range cost for repairing and maintaining the system. Consideration should be given to establishing a user fee for sewage service, so that the system can be maintained on an on-going basis as is done with gas and water distribution systems (see chapter on Summary of Major Actions).

The City should proceed with construction of an Operations Service Center, which would consolidate dispersed field service operations in a single centralized facility. Such a project would eliminate existing obsolete and unsafe structures, reducing maintenance costs and improving operating efficiency. It is estimated that annual savings would approach \$1,600,000.

As with the proposed Operations Service Center, the City should study replacement and consolidation of other public buildings which are costly to maintain and operate due to obsolescence. Prime targets are the Health Department offices and the older recreation buildings located in



parks and playgrounds throughout the City.

#### **Issue:**

#### **Potential Water Shortages**

Since the majority of Long Beach's water supply comes from Northern California and from the Colorado River basin, we have a limited independent ability to ensure an adequate long-term supply. The increasing drain from the Colorado basin by Arizona, without compensating increases in supply from Northern California, poses the threat of periodic water shortages in rapidly growing Southern California.

#### **Recommended Action:**

- The City should actively support actions at the regional, state and federal levels to guarantee a stable long-term water supply to the Los Angeles basin.
- The Water Department should develop and be prepared to implement an emergency plan to manage a serious water shortage when it occurs.
- The Water Department should work with all water users to encourage water conservation, and it should expand its current program of reclaiming used water for irrigation of City parks.

#### **Issue:**

#### **Solid Waste Disposal Problems**

With the present methods of solid waste disposal, the City and private commercial enterprises within the City are at the mercy of solid waste landfill operators and hazardous waste disposal firms. Inac-



tion by the City will likely result in rapidly escalating solid waste disposal costs (and resultant higher garbage collection fees to residents), and increasing avoidance of proper hazardous waste disposal by private firms.

#### **Recommended Action:**

- The City should proceed with the Southeast Resource Recovery Facility (SERRF) now under construction on Terminal Island. This facility will dispose of our solid waste by incineration, using the heat created to generate electricity. State-of-the-art pollution control devices will protect air quality. The project is estimated to cost \$84,800,000 to construct. Once in operation, it will stabilize solid waste disposal costs. By the Year 2000, the savings for refuse disposal by SERRF as compared to projected land fill costs is estimated to be greater than \$35,000,000 per year.

The City should more aggressively address the potential environmental problems involved with the storage and disposal of hazardous waste generated and transported in Long Beach. Because of the critical nature of this recommendation, City Council has already acted to adopt a hazardous materials disclosure ordinance, and management has created a Hazardous Materials Committee to

co-ordinate enforcement and to respond to emergencies. More community education is needed to inform the public of the nature and extent of hazardous material risks within the City.

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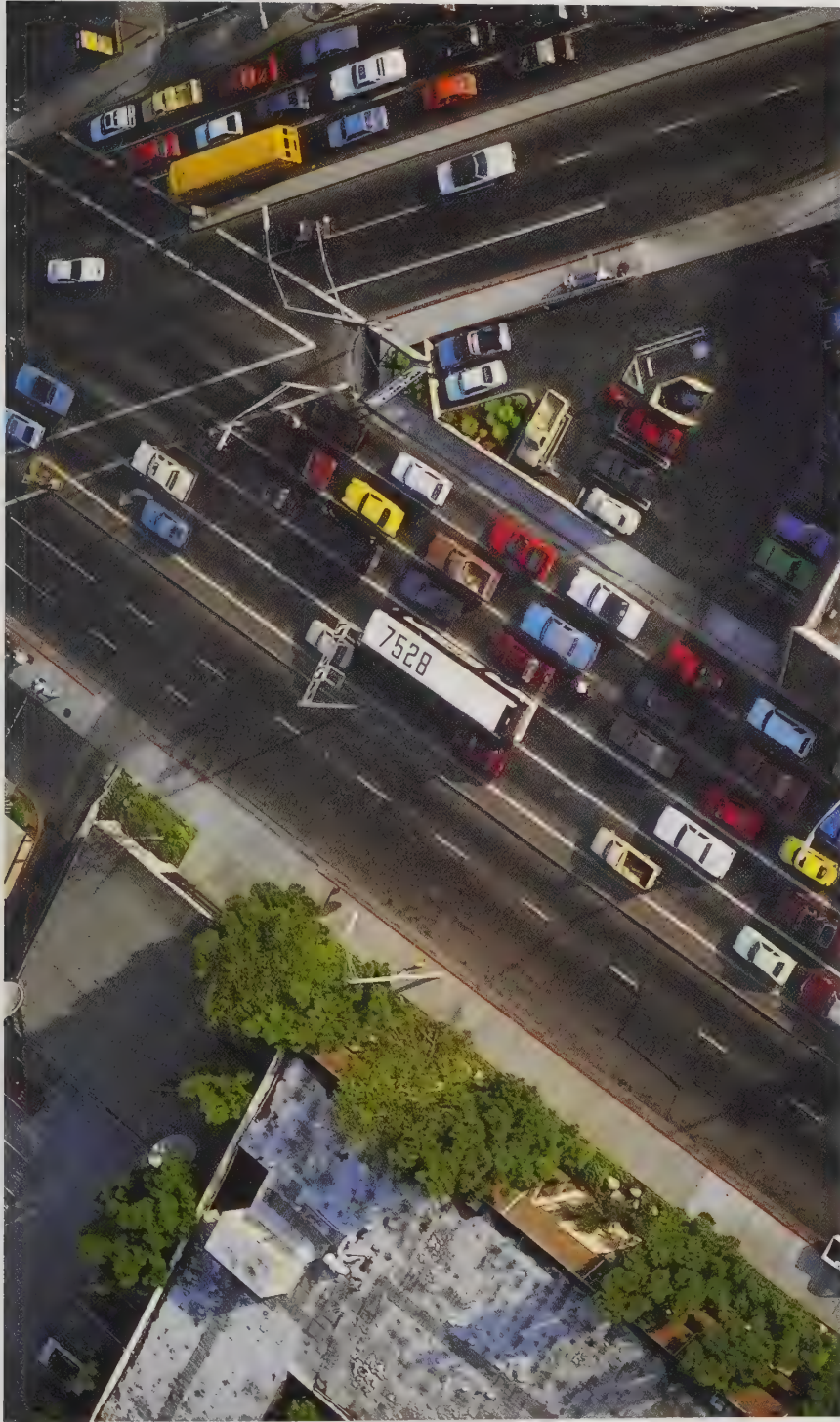
#### **Issue:**

#### **Emergency Preparedness**

Perhaps more than any other state, California is subject to periodic natural disasters, including fires, floods and earthquakes. The impact of such disasters can be minimized by preparing a rational and coordinated response in advance of need.

#### **Recommended Action:**

- The City should create and support a Disaster Preparedness Committee to plan an adequate response to potential disasters. Because of the critical nature of this recommendation, City Council acted prior to publication of this Strategic Plan to create such a committee.
- An adequate reserve fund should be maintained in the City budget to meet the most pressing needs which must be addressed in the case of a major disaster. These needs include emergency services and rebuilding of critical infrastructure.



*"The quality of the surface transportation access system for all areas and neighborhoods, and the system's adaptability to changing needs, will substantially determine the attractiveness of Long Beach as a community."*

### **Access Task Force**

One of the most certain signs of economic success of a developing area is an increase in traffic congestion. Downtown Los Angeles and the freeways feeding it are clogged for hours each workday morning and evening; the development area around LAX impacts freeways and arterials from Santa Monica to Torrance; the rapidly developing Irvine/Costa Mesa area has spawned traffic tie-ups previously unknown to Orange County.

The same could be true in Long Beach as we approach the Year 2000. If current plans for expansion of the port, redevelopment of downtown, and new development around the airport are achieved, traffic in and along access routes to these areas will more than double. Congestion is already a problem in some areas of the City: on Ocean Blvd. at Alamitos; on Spring St. at Lakewood Blvd.; in the "Iron Triangle" of Seventh St., PCH and Bellflower and on Second St. at PCH. As traffic volumes double, this type of congestion could spread to many other locations throughout the City, making the daily commute to work or school increasingly unpleasant.



Moreover, as traffic builds on major arterial streets, motorists will increasingly seek "short-cuts" on local streets, negatively affecting the tranquility and safety of our residential neighborhoods.

*Policy: Long Beach will maintain or improve the current ability to move people and goods to and from development centers while preserving and protecting residential neighborhoods.*

This policy is not easy to achieve. It seeks to facilitate easy movement throughout the City for the benefit of the motorist and businessman, while protecting neighborhoods from the intrusion of increased traffic. Because there is little vacant land left in the City, it is now impossible to plan major new freeways or arterial streets. Even our existing arterial streets are difficult to widen because of adjacent development.

Moreover, the solution to access problems is costly, and government no longer has the resources to pursue major transportation projects by itself. Local governments, in particular, do not have the financial resources to mount major transportation improvement efforts independently, even if public support is available. Additional resources, through partnerships with other government agencies and with the private sector, will be required to respond to future access projects of major proportion.

The City of Long Beach has at least the following five options relative to the strategic course it pursues in improving its access system:

1. Do nothing.
2. Maximize existing systems through traffic management techniques.
3. Pursue selected small-scale capital improvements.
4. Pursue major capital improvements, including freeways.
5. Implement land use controls to limit growth.

Pursuit of the first option would result in the severe congestion, air pollution and neighborhood disruption discussed above. It is unacceptable.

The second option offers the greatest return per dollar expended, but should be applied only to the freeway and arterial street system, not to local streets in residential neighborhoods.

The third option, selected small-scale capital improvements, also seems appropriate in light of the magnitude of the problem facing us. Because of their relatively high cost, such improvements must be selected carefully where benefits can be maximized.

The fourth alternative, major capital improvements, is largely beyond the financial ability of the City, and, as noted above, few opportunities exist for such large-scale projects. The City should work with regional and State agencies to pursue a few such projects, but we cannot count on this option to play a major role through the Year 2000.

The last option, to directly or indirectly limit growth, should be

undertaken only if all else fails. Its pursuit implies a failure to achieve the other economic and community development goals of this Strategic Plan.

The recommended approach to dealing with the access problem is presented below as six interrelated issues. Recommended policies and actions are set forth for each issue. These general policies and actions are then applied to develop a list of potential specific access improvement programs or projects. Because these specific programs and projects cut across the six issue areas, they are presented in the form of a single strategic access plan.

#### **Issue: Diversion of Through-Traffic to City Streets**

Congestion problems on State freeways are presently causing diversion of through-traffic onto City streets, at a time when these same streets are beginning to experience difficulty in accommodating local peak hour loads. Although reliable estimates are not available, it is believed that volumes of traffic moving through Long Beach with both origins and destinations outside the City may be limiting access availability for local residents and visitors to the City.

The City should aggressively pursue with the State the necessary modifications to the San Diego, Long Beach and Artesia Freeways to make them sufficient to accommodate regional transportation needs without overflow onto the local street system. Special

**The City must  
press the State to  
upgrade the free-  
ways serving  
Long Beach.**







**Rail lines carry goods from the Long Beach Harbor to distant destinations. A strategy to create a consolidated port access corridor along Alameda Street will relieve Long Beach neighborhoods from the negative impacts of heavy rail traffic.**

attention is needed at the interchanges of the San Diego Freeway with the San Gabriel River Freeway and with the Long Beach Freeway. Also, on the Long Beach Freeway, lane, ramp and interchange modernization and diversion of excessive truck traffic south of the San Diego Freeway is needed.

In accordance with recommendations of the Ports Access Committee, the Terminal Island Freeway and Alameda Street should be developed as the major regional access corridor to the ports for both trucks and rail. The Ports Access Demonstration Program (which is currently funding highway improvements) should be augmented to ensure immediate improvement of Alameda Street as far north as the Artesia Freeway.

### **Issue: Inadequate Arterial Street Capacity**

There is inadequate capacity on arterial streets to meet travel needs for the foreseeable future. The most critical problem is east-west travel south of Pacific Coast Highway.

Major arterials (Ocean Blvd./Livingston/ Second Street, Seventh Street, Anaheim Street, and PCH) have already reached capacity in peak hours, and traffic congestion is consequently increasing on minor arterials and local streets (Broadway, Third, Fourth, and Tenth Streets). Heavy traffic volumes are becoming extremely disruptive to the fine residential neighborhoods in this area. The second most critical problem is north-south travel west of Redondo Ave., involving primarily the Pacific Ave./Long Beach Blvd./Atlantic Ave. corridor.

- An Arterial Corridor Strategy should be pursued as a separately identified element in the City's Five-Year Capital Improvement Program.

- Access improvements throughout the arterial street system should emphasize:

- Grid traffic signal synchronization on a network basis which responds to changing signal-timing needs by time of day;

- Peak hour and all-day parking prohibitions, to create additional lanes for moving traffic without street widening;

- Operational strategies, such as "reversing lane" techniques and peak hour left turn prohibitions.

- Recessed bus bays and shelters should be installed along major arterial streets in a formal program to reduce interference with other traffic and to encourage public transit use.

- East/west travel should be improved by upgrading the Pacific Coast Highway and Anaheim Street corridor to high-standard arterial status with a series of phased traffic systems and capital construction projects.

### **Issue: Access To and Within Major Activity Centers**

Most of the growth in jobs (and trip destinations) will occur through the Year 2000 in four major activity centers: Downtown; the Port; the Airport area; and the Cal State Long Beach area. This growth can be extremely positive for the people of Long Beach, in terms of opportunities for employment, enlarged tax base to support quality services, and improved property values.

The full development potential of these areas cannot be realized, however, if access to and within them is congested. Traffic studies clearly indicate that development must be constrained in these areas unless major access improvements are made and/or peak hour auto travel demand is reduced.

- A detailed traffic study should be undertaken for each activity center. These studies should include projected traffic



volumes, specific recommended programs and projects to meet traffic demand, and implementation cost estimates.

■ A phased implementation program should be adopted for each activity center. These programs should specify the public and private actions required to meet traffic demands as development proceeds. Private participation might include on-site access improvements, demand management (e.g., staggered work hours, car and van pooling incentives), development access fees, or assessment districts.

### **Issue: Traffic Bottlenecks**

The following five areas have been identified as existing bottlenecks which are likely to worsen as traffic volumes increase:

Traffic Circle (PCH, Lakewood Blvd., etc.)  
Iron Triangle (PCH, 7th Street, Bellflower Blvd.)  
PCH and 2nd Street  
Spring Street and Lakewood Blvd.  
Ocean Blvd. and Alamitos Ave.

■ Short-term relief should be obtained at each of the bottlenecks through revised lane striping, signal timing and minor capital improvements.

■ Long-term solutions, which may involve full or partial grade separation, should be phased in response to traffic demand and availability of funding.

### **Issue: Availability of Sufficient Off-Street Parking**

Parking problems in the City are largely attributable to development which occurred before modern parking standards were applied through zoning regulations.

Older retail and office buildings in downtown have little if any parking, thus reducing the continued marketability of these structures and imposing undue parking demand upon curbside parking and public lots.

Older neighborhood commercial strips have similar problems. Residential parking problems are most severe in the older areas of the City, particularly those neighborhoods along the shoreline, where off-street parking is non-existent or inadequate in size for modern vehicles.

■ All new development, including residential, should provide for realistically adequate off-street parking.

■ City regulations should include enforceable provisions to preserve and require utilization of existing parking.

■ A parking plan should be prepared for downtown, which might include construction of public parking facilities, shared use of private parking facilities, and better management of all available parking resources.

### **Issue: Low Level of Transit Ridership**

Long Beach enjoys an excellent local bus system which serves practically every area of the City. Movement of buses in and through the Downtown has recently been expedited through provision of exclusive transit lanes and the First Street Transit Mall. Nevertheless, most bus lines consistently operate below capacity. Future diversion of more auto trips to transit trips will permit continued growth of activity centers without the negative environmental consequences of traffic congestion and air pollution.

■ Access to, within, and among major activity centers should be improved by more diversified private carrier opportunities; by public transit shuttles for perimeter parking; and by tramways and even people movers within major centers such as the Downtown/Queensway Bay complex.

■ Encourage the installation of relatively pollution free rail transit services to connect Long Beach to the greater Los Angeles County region.

■ Promote increased ridership through the media, attractive fares, and fare assistance from employers.

■ Specific "Park and Ride" locations near freeways and edge of town sites should be established.

### *Access Strategy Plan*

A specific strategic plan to implement the preceding access policies and recommendations is presented on the following pages. The recommended access strategy is divided into five sections with three time phases as follows:

#### **Operational Strategies**

Modifications to the existing street network which can be accomplished without major construction.

#### **Alternative Mode Strategies**

Suggested transportation modes other than the traditional personal vehicle to be encouraged and developed.

#### **Administrative Actions and Policies**

Incentives and regulations implementable by government and employers to improve access.

#### **Locally Oriented Capital Items**

Modifications to City streets, requiring significant capital outlays, within the scope of Long Beach's direct control.

#### **Regionally Oriented Capital Items**

Modifications to the regional transportation system requiring direct action by organizations other than the City.

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**Increased transit  
ridership is a key  
to improve access  
to major activity  
centers.**

I. OPERATIONAL STRATEGIES	COST BY PHASING (Dollars in Thousands)		
	To 1990	1990–2000	2000 +
<b>1. Peak-Period Pkg. Prohibition/Add extra lane</b>			
a. Willow (across City & Signal Hill)	12		
b. PCH (W. City line to Traffic Cir.)	12		
c. Anaheim (W. City line to PCH)	12		
d. 7th (Alamitos to Park)		12	
e. 6th/7th in Downtown	12		
f. Brdwy./3rd in Downtown	12		
g. Ocean in Downtown	12		
h. 10th in Downtown		12	
i. Magnolia in Downtown		■	
j. Pacific between Spring & Downtown	■		
<b>2. Full-Time Pkg. Prohibition/Add extra lane</b>			
a. PCH (W. City line to Traffic Circle)			12
b. Anaheim (W. City line to PCH)		12	
c. Ocean in Downtown		12	
d. Ocean E/O Alamitos (So. Side)	12		
<b>3. Designation of Reversible Lanes</b>			
a. 7th Street (Alamitos to Park)		500	
b. 4th St./10th St. (E/O Alamitos)		100	
c. Anaheim (Alamitos to PCH)		500	
<b>4. Establish Parallel Unbalanced Pair</b>			
a. Pacific S/O Spring in conjunction w/ Atlantic (unbalanced # of lanes)		25	
<b>5. Optimize Signal Effectiveness</b>			
<b>a. Linear System Interconnection</b>			
• Long Beach Blvd.		100	
• Atlantic Ave.		25	
• Artesia Blvd.	150		
• Ocean/Livingston/2nd St.	500		
<b>b. Network Optimization</b>		10,000	
<b>6. Peak Period Left Turn Prohibitions Along Arterial Streets</b>			
		■	

■ Minimal cost covered under operating budgets.

■ ■ By Others



## SECTION II

II. ALTERNATIVE MODE STRATEGIES	COST BY PHASING (Dollars in Thousands)		
	To 1990	1990–2000	2000 +
<b>1. Bus and Rail Transit</b>			
a. Marketing and subsidizing Public Transit	■ ■	■ ■	■ ■
b. Establish Express Service on Selected Routes/Times	■ ■		
c. Increase Bus Frequency	■ ■		
d. Construct Park-n-Ride Lots/Structures			
• 7th/Studebaker		1000	
• PCH/LB Fwy.		1000	
• Willow/LB Blvd. (consistent with Light Rail)	4000		
• LB Airport		4000	
<b>2. Other Modes</b>			
a. Shuttle Service in Downtown		■ ■	
b. Coast Line Commuter Water Shuttle		■ ■	
c. Complete Construction of Bike Rte. System	5000		
d. Construct Bike Storage Facilities at Key Destinations		200	
<b>III. ADMINISTRATIVE ACTIONS/POLICIES</b>			
<b>1. Incentives</b>			
a. Employee incentives for carpooling	12		
b. Employee incentives for transit usage	12		
c. Employee incentives for off-peak travel	12		
d. Employee incentives for walking/bicycling	12		
e. Employee incentives for 4-day work week		12	
f. Encourage tram/shuttle/commuter bus usage		12	
g. Establish "time-of-day" parking rate differentials	12		
h. Encourage "timeshare" parking utilization	12		
■ Minimal cost covered under operating budgets.			
■ ■ By Others			

## SECTION III

III. ADMINISTRATIVE ACTIONS/POLICIES (cont.)	COST BY PHASING (Dollars in Thousands)		
	To 1990	1990-2000	2000 +
<b>2. Regulation</b>			
a. Limit truck operations to off-peak hours	■		
b. Limit maintenance work on streets to off-peak hours	■		
c. Limit arterial trash collection to off-peak hours	■		
d. Require adequate off-street parking and loading for all new development	■ ■		
e. Enforce use of available off-street parking as intended	150/yr.		
<b>IV. LOCALLY ORIENTED CAPITAL ITEMS</b>			
<b>1. Arterial Improvements</b>			
a. Limit Local Street Access to Arterials			
• 7th St.	1000		
• Anaheim St.	1000		
• PCH	1000		
• Ocean Blvd. E/O Alamitos	200		
b. Widen Street			
• Magnolia Ave.	3000	3000	
• Anaheim St. in Downtown		3000	
• Alamitos Ave.		10,000	
c. Install bus pullout bays on "fully utilized" streets			
• Anaheim St.		2000	
• 7th St.	2000		
• Magnolia Ave.	1000		
• Ocean Blvd. in Downtown		300	
• Ocean Blvd. E/O Alamitos	300		
• PCH		2000	
<b>2. New System Links</b>			
a. Construct Studebaker Road (PCH-Westminster)	2000		
b. Complete Long Beach Fwy connections at 6 & 7th Sts.	250		
c. Extend 9th St. (Santa Fe-Anaheim)	750		
d. Construct 10th/4th linkage to 7th (vicinity of Rec. Park)		2000	
■ Minimal cost covered under operating budgets.			
■ ■ By Others			

SECTION IV



		COST BY PHASING (Dollars in Thousands)		
IV. LOCAL ORIENTED CAPITAL ITEMS (cont.)	To 1990	1990-2000	2000 +	
3. Major Intersection Improvements				
a. Cherry/405	200			
b. Cherry/Wardlow	500			
c. 6th/7th/Alamitos/ML King		1000		
d. Carson/Lakewood	400			
e. Magnolia/Ocean	200			
4. Grade Separate Intersection				
a. PCH/2nd		15,000		
b. PCH/Bellflower/7th Street		30,000		
c. PCH/Traffic Circle		12,000		
d. Spring/Lakewood		20,000		
e. Ocean/Alamitos/Shoreline			10,000	
f. Willow/Lakewood			10,000	
g. Ocean Blvd. east to Shoreline Dr.			5,000	
V. REGIONALLY-ORIENTED CAPITAL ITEMS				
1. Freeway System Enhancements				
a. Add lane on I-405	■ ■			
b. Add lane on I-710		■ ■		
c. Improve I-405/I-710 Interchange		■ ■		
d. Improve I-405/I-605 Interchange		■ ■		
e. Upgrade Terminal Island Freeway		■ ■		
2. Expressway Projects				
a. Improve Alameda (CA47) from Terminal Island Freeway to CA 91 Freeway		■ ■		
3. Rail Projects				
a. Improve Alameda as a unified rail corridor		■ ■		
4. Transit				
a. Construction and LRT from LB to LA Downtown	■ ■			
b. Construction of LRT transit connections to LAX & W. LA		■ ■		
c. Extension of rail transit into Orange County		■ ■		
■ Minimal cost covered under operating budgets.				
■ ■ By Others				

## Quality of Life



*"We need to ensure a higher quality of life in Long Beach by the turn of the century by providing those opportunities which can bring purpose, joy and personal fulfillment to the lives of our citizens."*

The preceding chapters have dealt with the basic necessities of City living—employment, housing, human services, infrastructure and access. If Long Beach achieves the goals set forth in these chapters, it will be a *good*, functional city in the Year 2000. But the difference between a good city and a *great* city is measured by those little extras that enhance and bring joy to our lives. It is these things upon which this chapter focuses—specifically, community aesthetics, arts and culture, recreation and leisure, and citizen participation in the affairs of the City.



*Long Beach recognizes art and culture to be necessary ingredients of a quality living environment, and will create and support the mechanisms through which private individuals and organizations can expand cultural opportunities for all residents.*

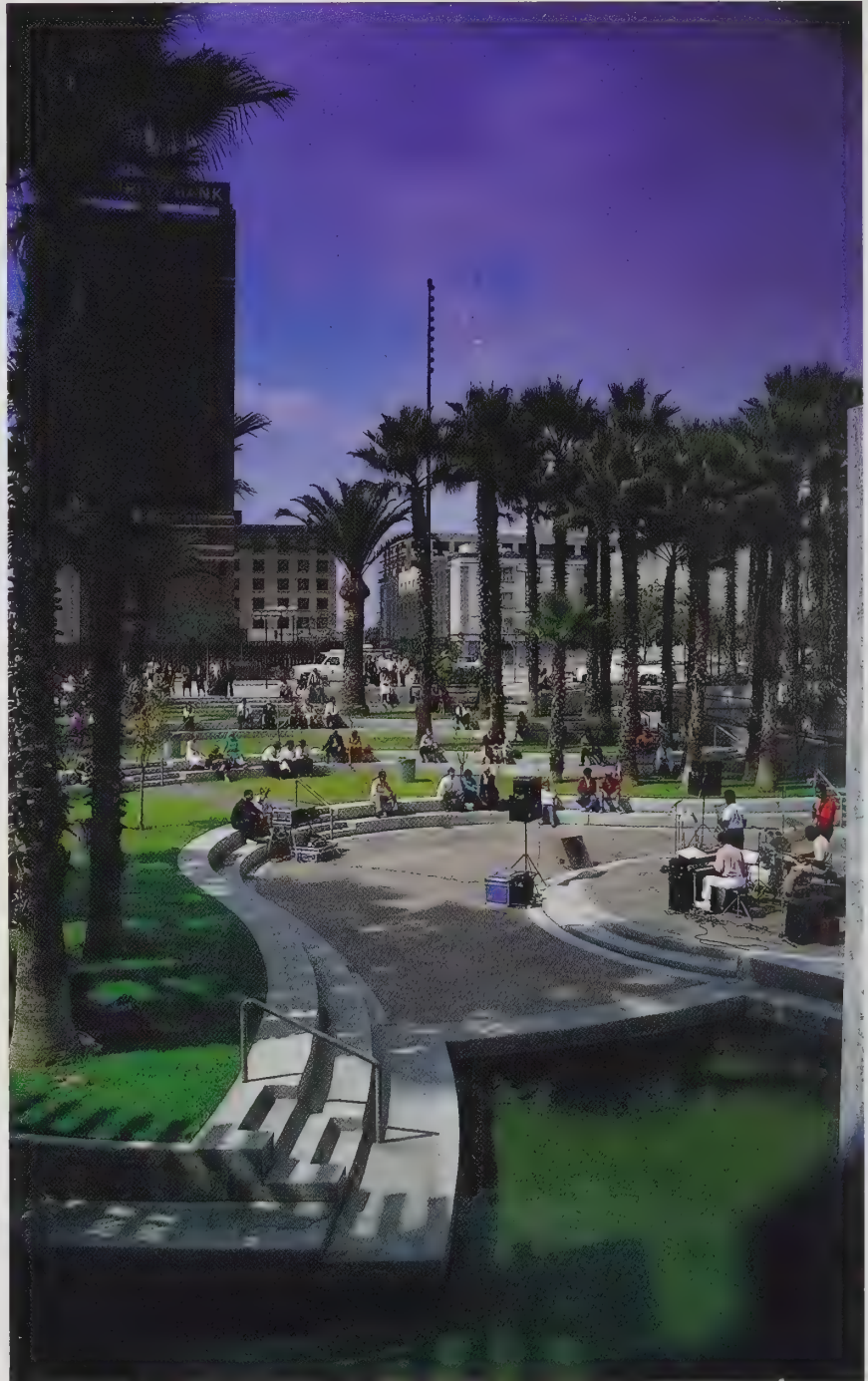


■ **Policy:** Long Beach will pursue increased opportunities for citizen participation in public decision-making, and will encourage voluntary efforts to provide and improve local facilities and services.

### Issue: Community Aesthetics

Much of what makes a community a good place to live is its "feel", that undefined quality that represents each individual's response to their living environment. In Long Beach, this constitutes an array of things: green open space, clean beaches, attractive tree-lined residential streets, historic structures, and a dynamic downtown skyline, to name only a few. These elements convey a sense of the people who choose to make this City their home. Increased attention to community aesthetics can help build a stronger self-image and a more positive projected image of Long Beach to the outside world.

■ The City should undertake an urban design plan for the downtown area. Over the past decade the emphasis in downtown revitalization has been to remove blighting influences and to entice developers to consider Long Beach for their investments. Now that downtown has "turned the corner" and generated sufficient momentum to assure its economic success, attention should be given to the quality of individual development, and the integration of such development into an attractive,



community  
development  
and planning  
department  
will provide

functional and dynamic whole (see also chapter on *Economic Development*).

- The City should support efforts aimed at preserving Long Beach's significant historic and cultural places and buildings, recognizing that a mixture of old and new structures adds richness to the urban fabric and helps establish a sense of place with which all citizens can identify.

- The City should launch a program to beautify City entryways and upgrade the overall appearance of its major arterials.

- The City should set as its goal the provision of a complete tree canopy on all streets. It is estimated that this would require the planting and maintenance of approximately 65,000 new trees.

- The City should set a high standard for maintenance of parks, beaches, ocean water, streets, and all other areas of public usage.

- The City should provide authority to City field workers to issue citations for litter and other unsightly nuisance conditions.

- The City should give continued high priority to graffiti abatement. Consideration should be given to modification of City ordinances to allow City forces to remove graffiti from private property in the event that property owners fail to do so.

### Issue: Arts and Culture

The City of Long Beach, together with the communities immediately surrounding it, have sufficient pop-

ulation and income to support outstanding arts and cultural programs.

The City has constructed excellent facilities for the performing arts in the Convention and Entertainment Center. Local performing arts groups (including the Symphony, Civic Light Opera and Ballet), however, have often had to struggle and compete with one another for limited private financial support. Long Beach also has a small but growing community of visual artists. The recent immigration from Latin America and Southeast Asia offers unique opportunities for sharing the arts and culture of diverse peoples.

- The City should designate the Public Corporation for the Arts as the official coordinating council for the arts in Long Beach. The organization should be renamed the Long Beach Regional Arts Council and should be the channel for major public and private funding for arts groups and programs.

- The Long Beach Regional Arts Council should evaluate present facilities for the arts, and make recommendations regarding any gaps which they identify in facilities needed for a broad variety of arts programming in the City.

- The Redevelopment Agency should make mandatory the allocation of one percent of private development project costs to the provision of art in public places. The City should also allocate one percent of the construction budget of major public buildings to art.



*Long Beach Convention and Entertainment Center, designed by Philip Johnson and completed in 1968.*

- City Council should revise the zoning ordinance to permit and encourage visual and performing artists to reside and work in mixed-use residential and commercial structures.

- Long Beach should stage a major annual celebration of art and culture in the City. This could take the form of a revitalized and expanded International Festival, which spotlights the arts and culture of the various ethnic groups of which our diverse population is now composed.

- The Long Beach Art Museum should seek the private support necessary to establish a modern new facility to house a quality collection in or near downtown.



## Issue: Recreation and Leisure

Long Beach has an excellent reputation for spacious well-maintained and well-staffed parks and playgrounds. This reputation is being challenged by the events of recent decades.

First, the growth in population has shifted to the central and western parts of the City, where development preceded modern planning and left little open space for recreational facilities.

Second, voter-passed initiatives which severely limited public funds resulted in significant cut-backs in recreational programming, as scarce funds were of necessity allocated to preserve basic services of public safety and public works. If a high quality of life is to be achieved in the Year 2000, Long Beach must restore past recreation service levels and build an even stronger base of recreational and leisure time opportunities.

The City should acquire land for development of new recreational facilities in the older areas of the City, where an increase in the number of young families is putting extreme pressure on very limited parks and playgrounds.

Greater cooperation is required between the City and the School District to make available school facilities during non-school hours for public recreation use. This may include converting existing school asphalt play yards in the older areas of the City to turf.



Additional sports facilities should be developed to meet the growing demand by organized baseball, softball and soccer leagues, both male and female. The possibility exists to develop a major adult sports complex at the old El Dorado Park Tree Farm, thus freeing fields in existing parks and playgrounds for organized youth sports.

The City should make every effort to restore park staffing on evenings and weekends.

The Parks and Recreation Department should undertake a user survey on a regular basis to help it adjust its programming to meet the changing needs and desires of a rapidly changing population.

## Issue: Citizen Participation

A quality living environment in a democratic society includes the opportunity for citizens to participate in the decisions and events which shape their future. Long Beach will be a great City only if

its citizens want it to be great, and only if they are part of the actions necessary in achieving that greatness.

This strategic planning process has demonstrated the tremendous value and power of citizen participation, and has proven the willingness of Long Beach citizens to volunteer their time to efforts aimed at community improvement. Long Beach must not lose the momentum of good will which this process has established; a continued high level of citizen participation will be required to implement this Plan through the Year 2000.

City Council should again turn to a citizen committee to provide the leadership and to garner the public support necessary to achieve the high goals of this Strategic Plan.

The City should identify expanded opportunities for citizens to volunteer their services to help meet the pressing needs to be faced by Long Beach in the years ahead.



Let us take the  
first step in the  
exciting journey  
to the Year 2000.





## Summary of Major Actions Requiring New Funding

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Many of the major actions proposed by the Task Force reports and the Council Committees summarized in the preceding pages involve the expenditure of monies for their implementation. Some of the action items are relatively inexpensive to achieve, whereas others will be very costly. Many can be incorporated into the annual City budget as routine maintenance items. Others, however, require the expenditure of large sums not typically available from traditional funding sources.

Added together, the total cost of all the recommended items is much larger than one would expect Long Beach to be able to manage. A very real challenge for the future, then, is to develop a feasible financing plan which will produce the desired results within a reasonable time.

In the past, Long Beach has been faced with critical situations which required large sums of money for their solution. Some examples are the creation of the Port of Long Beach, the solution to

the subsidence problem, and the restoration of downtown. Achievement of the desired future expressed by the citizens and political leaders in this report is no less a challenge. The past has shown us that we can be masters of our future through careful planning, wise leadership, and the determination of the citizens.

The tables on the following pages present funding options to be considered by the City Council. This is only the first step in the preparation of a financing plan. The next step is for the City Council to examine the options and make decisions regarding the most feasible alternatives.



## Summary of Major Actions Requiring New Funding or Implementing Organization

ACTION	RESPONSIBLE DEPARTMENT	RECOMMENDED FIRST STEPS	CAPITAL COST (\$ million)	POTENTIAL FUNDING
Consolidated Port Access	City Manager	Federal and State legislative strategy	\$220.0	Special Federal and/or State Grants
	Plng. & Bldg.	Support SCAG study		CalTrans Ports Private (railroads)
Upgrade arterial landscaping (major City entries and corridors)	Public Works	Develop plan and phasing	\$ 15.6	Gas Tax Harbor Department
New recreational facilities in older neighborhoods	Parks & Rec.	Develop plan with Plng. & Bldg.	\$ 15.0	Bond Issue
Library information/service centers	Library	Council decision on appropriate scope of the program	\$ 7.0- \$ 23.0	Enterprise Funds (utilities, fees) Bond Issue
Increase east-west arterial capacity (bus bays, reversible lanes, grade separations, signal progression, computerized signal operation, express bus, remove parking)	Public Works	Develop plan, phasing and funding	\$143.4	Bond Issue Prop A CalTrans County
Downtown Access Improvement	Public Works Community Dev.	Establish phasing in step with agreed-upon funding	\$ 22.5	Tax Increment Transit Funds Harbor Department Tidelands Developer Improvements
Downtown Parking Strategy	Public Works Plng. & Bldg. Community Dev.	Develop long-range parking strategy for downtown	---	Parking Authority Revenue Bonds Tidelands Developer Contributions
Airport/Traffic Circle Access Improvements	Public Works Plng. & Bldg.	Prepare implementation program	\$ 9.0	Developer Fees Assessment District Airport Revenues
Sanitary sewer system maintenance and improvement	Public Works	Develop long-range plan, cost estimate, and phasing	---	User Fees Assessment District
Infrastructure Maintenance	Public Works	Allocate required maintenance expenditure through annual budget process	\$ 65.4*	General Fund Bond Issue User Fees
Construction of Southeast Resource Recovery Facility	Public Works	Construct facility	\$ 84.8	Revenue Bonds

\*This represents an increase of \$13.8 over the 1986-87 budget allocation.

## Summary of Major Actions Requiring New Funding or Implementing Organization

ACTION	RESPONSIBLE DEPARTMENT	RECOMMENDED FIRST STEPS	CAPITAL COST (\$ million)	POTENTIAL FUNDING
<b>Public Works</b>				
■ Construction of Operation Service Center	■ Public Works	■ Construct facility	\$ 35.7	■ Revenue Bonds
■ Street Tree Planting and Maintenance	■ Public Works	■ Develop plan and phasing	\$ 13.0	■ General Fund ■ Bond Issue ■ CDBG
<b>Community Development</b>				
■ Expand tax base through large site development	■ Community Dev.	■ Identify sites ■ Negotiate with major retailers		■ Redevelopment ■ Revenue Bonds
■ Improvement strategy for Atlantic/Long Beach Blvd. corridors	■ Community Dev. ■ Png. & Bldg.	■ Prepare development plan and strategy		■ CDBG ■ Redevelopment
■ Long-term strategy for neighborhood improvement programs	■ Community Dev. ■ Png. & Bldg.	■ Update 1980 CD Strategy ■ Create and prioritize program packages		■ CDBG ■ General Fund ■ Bond Issue
■ Balance of Rental and Home Ownership	■ Community Dev. ■ Png. & Bldg.	■ Evaluate problem and set objectives ■ Develop program to promote ownership ■ Prepare state legislative proposal		■ CDBG ■ Redevelopment ■ Set-aside ■ Revenue Bonds
■ Create Long Beach Foundation to support neighborhood improvement efforts	■ Png. & Bldg. ■ Community Dev.	■ Seek existing agency as sponsor and/or strong leader to create organization		■ Private Contributions
■ Concerted campaign against drug & alcohol abuse	■ City Manager	■ Establish action task force (Police, Health, Recreation, School District)		■ Federal and/or State Grant ■ General Fund ■ School District
■ Promote child care programs	■ Parks & Rec.  ■ Png. & Bldg.	■ Create institutional arrangement to accept State funds  ■ Zoning incentives		■ State Grant ■ Establish Non-profit Corporation
■ Major Annual (International) Festival	■ Tidelands	■ Establish partnership with private organization  ■ Investigate successful programs in other cities		■ Fund 10 ■ Private Contributions
■ Coordinated Marketing Program	■ City Manager	■ Coordinate efforts of organizations currently conducting marketing programs		■ Hotel Transient ■ Occupancy Tax ■ Harbor Department ■ Private Contributions



## Appendix A: The Strategic Planning Process

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On October 20, 1984, City Council held a community forum in the Convention Center to kickoff the most ambitious long-range planning effort ever undertaken by the citizens of our City. In his letter of invitation, Mayor Ernie Kell described the meeting as "the initial session of an intensive community process to develop a Strategic Plan for Long Beach."

City Council's decision to undertake a strategic planning program was not made lightly. Eight months of Council deliberation, including an evaluation of the level of community interest and support, preceded the October community forum. Strategic planning was chosen by Council as the formal process to be used to chart a future course for Long Beach. It is a process which was first used by the military, and later by major private corporations. Only recently have cities begun experimenting with the process.

There is nothing particularly mysterious or overly rigid about strategic planning. Indeed, it is very similar to more traditional approaches to long-range planning. The significant differences are that it is:

- **Focused** on only the most critical issues
- **Broad-based**, involving the entire community
- **Action-oriented**, resulting in action strategies rather than general goals

The presentation of this Strategic Plan at the Community Forum on November 8, 1986, represents the culmination of a two-year process involving the intensive community effort described by Mayor Kell in the fall of 1984. The heart of the process was the seven citizen task forces appointed by the Council, who worked intensively over a six month period identifying underlying issues and developing recommendations for specific strategic actions.

This Strategic Plan for the City of Long Beach will set the action agenda for City government and for the community at large.

Within government it will guide decisions on the annual budget and the capital improvement program; it will be the basis for revisions in the City's general plan and community development program.

Within the larger community it will influence the priorities and work programs of a wide variety of community agencies, and affect the investment decisions of private developers and major employers.

The overall success of the effort will be measured by the degree to which the Plan fosters community-wide shared objectives and a common direction for the future Long Beach.

■ *Summer, 1980: Futures Forum:* Noted futurists discuss forces affecting future of City, including demographic trends, the emerging Pacific Rim community and potential changes caused by technological advancements. Guest speakers included: Earl Joseph, Kevin McCarthy, Roger Selbert and Robert Theobald.

*August: Advisory Committee for the Strategic Plan*

■ *Summer, 1981: Council Study Sessions/Council Retreat:* City Council evaluation of need and level of community interest and support, identification of seven key issue areas (Changing Population, Economic Development, Education, Access, Infrastructure, Housing and Neighborhoods, Quality of Life).

■ *Fall, 1981: Community Forum (Convention Center):* City Council announces the beginning of the City's long range strategic planning process.

■ *Winter, 1981: Appointment of Task Forces:* Over one hundred and fifty citizens are appointed to the seven task forces covering the key issue areas identified by the City Council.

■ *Spring, 1982: Task Force Deliberations:* The seven task forces work to identify issues, goals, strengths and weaknesses and strategies to achieve goals.

■ *Summer, 1982: Presentation and Submission of Task Force Reports and Recommendations to City Council*

■ *Fall, 1982: Community Forum (Queen Mary):* City Council requests public input on recommendations of the citizen task forces.

*Council Study Session*—Staff is directed to analyze and prepare a response to each Task Force recommendation.

■ *Spring, 1983: Staff Submits Responses to City Council/Meetings of Council Committees*—Council restructures its committees to accommodate key issue areas. Committees receive public input, deliberate task force recommendations and staff responses.

■ *Summer, 1983: Committee Recommendations Presented to City Council*—City Council receives its Committee reports and forwards recommendations to City Manager for the preparation of the Strategic Plan.

■ *Fall, 1983: Community Forum (Convention Center)*—City Council presents Long Beach 2000: The Strategic Plan.





# Appendix B: Implementation Responsibilities and Funding Implications of Recommended Actions \*

FUNDING IMPLICATIONS						
ACTIONS	Responsible Department	Operating Budget		Capital Budget		By Others
		Minor	Major	Minor	Major	
Housing and Urban Development						
SHORT-RANGE ACTIONS:						
1. Elderly housing as highest priority for Federal funding	Community Development					■
2. Assist frail elderly to locate and inspect housing	Parks & Recreation	■				■
3. Vigorous code enforcement in residential areas	Planning & Building		■			
4. Expand councilmanic newsletters	City Council	■				
5. Expand City's volunteer program	City Manager	■				
6. Control location of community care facilities	Planning & Building	■				
7. Analyze alternative funding for Federally funded neighborhood improvement programs	City Manager		■			■
8. Prepare plan for development of P.E. right-of-way	Planning & Building	■				
LONG-RANGE ACTIONS:						
1. High density improvement corridors	Planning & Building	■				
2. Encourage quality new housing construction, particularly upscale residential in downtown	Community Development	■				
3. Preserve existing affordable housing stock; development of programs to encourage home ownership to balance home/renter ownership	Community Development Planning & Building		■			■
4. Defer formation of non-profit housing development corporation	Community Development	■				■
5. Increase opportunities for citizen participation and voluntary efforts; create Long Beach Foundation	Planning & Building Community Development	■				
6. Increase accessibility of services; create library information/service centers	Library		■			■
7. Improvement strategy for Atlantic/Long Beach Blvd. corridor	Community Development Planning & Building	■				■
Economic Development						
SHORT-RANGE ACTIONS:						
1. Unified coherent marketing plan	City Manager	■				■
2. Fund promotion activities from "bed tax" revenues	City Manager		■			
3. Harbor Commissioners participation in marketing program	Harbor Department					■
4. Capitalize on "International City" theme in signing	Public Works			■		
5. Support legislative action which encourages business investment and Pacific Rim trade	City Council					
6. Smooth entry of new businesses and expansion of existing businesses	Community Development	■				■



## Appendix B: Implementation Responsibilities and Funding Implications of Recommended Actions\*

		FUNDING IMPLICATIONS				
ACTION	Responsible Department	Operating Budget		Capital Budget		By Others
		Minor	Major	Minor	Major	
Port and Community Development						
LONG-RANGE ACTIONS:						
1. Fully coordinated economic development program	Community Development		■			
2. Pacific Rim trade focus	Community Development	■				■
3. Specialty retail in downtown	Community Development	■			■	
4. Convention Center expansion and improvement	Tidelands				■	
5. Aggressive marketing and expansion of Port	Harbor					■
6. Creation of new redevelopment project areas	Community Development		■		■	
7. LDC land assembly program	Community Development	■				■
8. Positive political environment for business	City Council					
9. Ensure adequate long-term water supply	Water					■
Transportation and Infrastructure						
SHORT-RANGE ACTIONS:						
1. Quality design of light rail system	Public Works					■
2. Mitigate impacts of light rail transit on City streets	Public Works					■
3. Regulate truck delivery hours and practices	Public Works	■				
4. Studebaker extension to Pacific Coast Hwy.	Public Works				■	■
5. Intersection improvement at Spring/Lakewood Blvd.	Public Works				■	
6. Express bus service	Long Beach Transit					■
7. Park and ride program	Public Works					■
8. Variable parking rates and time-sharing parking concepts	Public Works Community Development	■				
9. Develop downtown parking plan	Planning & Building Community Development Public Works	■				
LONG-RANGE ACTIONS:						
1. Improved access to downtown and around major activity centers	Public Works Community Development Planning & Building		■		■	
2. Pursue improvement to freeways	Public Works					■
3. Develop Alameda Corridor and Terminal Island Fwy. as main access to ports	Planning & Building Harbor					■
4. Arterial corridor strategy	Public Works		■		■	
5. Improve east-west travel	Public Works		■		■	
6. Traffic signal synchronization	Public Works	■			■	



## Appendix B: Implementation Responsibilities and Funding Implications of Recommended Actions\*

FUNDING IMPLICATIONS						
		Operating Budget		Capital Budget		By Others
ACTIONS	Responsible Department	Minor	Major	Minor	Major	
Transportation and Infrastructure						
LONG-RANGE ACTIONS: (Continued)						
7. Peak hour parking prohibitions and reversible lanes	Public Works	■		■		
8. Conversion of excess right-of-way to vehicular movement purposes	Public Works	■				
9. Recessed bus bays on major arterials	Public Works				■	
10. Permanent removal of on-street parking on major arterials	Public Works	■				
11. Reconstruction of Alamitos Blvd. corridor and intersection at Ocean Blvd.	Public Works				■	
12. Manage travel demand in preference to large capital expenditures	Public Works		■			
13. Eliminate bottlenecks on Pacific Coast Hwy. at 2nd, 7th and Traffic Circle	Public Works				■	
14. Diverse transit systems to provide for travel to and within major activity centers	Public Works				■	■
15. Development of regional rail transit system	Public Works Planning & Building					■
16. Develop plan for maintenance and improvement of sanitary sewer system	Public Works	■				
17. Develop long-range strategy for solid waste management	Public Works				■	
Quality of Life						
SHORT-RANGE ACTIONS:						
1. Upgrade landscapint on major arterials	Public Works		■		■	
2. Authorize appropriate City workers to issue littering citations	City Manager	■				
3. Improve graffiti abatement program	City Attorney Community Development		■			
4. Develop downtown urban design plan	Planning & Building	■				
5. Develop City-wide street tree planting program	Public Works		■		■	
6. Develop child care program	Parks & Recreation Planning & Building					■
7. Encourage the establishment of a Long Beach international festival	Tidelands		■			■
8. Consolidation of health services	Health City Council					■
9. Request local hospital designated for acute health care	Health City Council					■
10. City designated as policy body for senior health care	Health City Council					■
11. Consolidation of human services planning	Health		■			



## Appendix B: Implementation Responsibilities and Funding Implications of Recommended Actions\*

		FUNDING IMPLICATIONS				
		Operating Budget		Capital Budget		By Others
ACTIONS	Responsible Department	Minor	Major	Minor	Major	
Quality of Life						
SHORT-RANGE ACTIONS: (Continued)						
12. Increase parks in west and northern sections of the community	Parks & Recreation		■		■	
13. Turf school yards	Parks & Recreation		■		■	
14. Renovate Joe Rodgers Park	Parks & Recreation			■		
15. Increase bikeways	Public Works	■			■	
16. Construct sports complex	Parks & Recreation		■		■	
17. Increased staffing of parks	Parks & Recreation		■			
18. Recreation Commission evening meetings	Recreation Commission	■				
19. Requirement for art in public places set aside	Community Development					■
20. Establish Arts Council	Parks & Recreation	■				
21. Evaluate Long Beach Arts Center facilities	Parks & Recreation					■
22. Amend zoning to encourage arts-related uses	Planning & Building	■				
23. Establish “Cop on the Block” pilot program	Police		■			
24. Expand utilization of Police Reserve Corps	Police	■				
25. Expand Neighborhood Watch to all residential areas	Police		■			
26. Improve emergency preparedness	Fire	■				
27. Regulate hazardous materials	Health		■			
28. Coordinate services directed to new populations	City Manager	■				
29. Concerted campaign against drug and alcohol abuse	City Manager	■				
30. Encourage on-going communication among educational institutions, the City, and the community-at-large	City Manager	■				

\* This is a complete list of task force recommendations as modified and recommended by the City Council Committees on July 22, 1986. These recommendations are categorized by the Council Committee which acted upon them.





Probably no place of its size in the State is growing so steadily, rapidly and substantially as this charming little city by the sea. Its population has doubled within three years, and is now increasing even more rapidly. For months together the building records have shown an average of one new house for every working day, and at this writing the new buildings going up on every side are about the first thing to catch the attention of the visitor.

This is due only in part to the attractions of Long beach as a sea-side summer resort, though the miles of broad, firm beach, the pier stretching 1800 feet out into the Pacific, the two-story pavilion for band-concerts, picnic excellent fishing, either deep water or from the pier, the easy access to such points of interest as Terminal Island, Santa Catalina and San Pedro, its good hotels, and its nearness to Los Angeles—only half an hour away—draw steadily increasing crowds of summer visitors.

Even more important than these in determining the permanent growth and prosperity of Long Beach are its superb all-the-year-round climate, the rich and fertile farming, dairy and fruit country back of it with abundant irrigating water, the certainty of greatly increased business from the completion of the near-by Deep Water Harbor, and the persistent pushing energy of its citizens.

These have combined to attract the attention and inspire the confidence of outside capital, and this in turn is now contributing largely to the further progress of the city.

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